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Benchmarking Nature Tourism between Zhangjiajie and Repovesi

Bachelor's Thesis 2014

ABSTRACT

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WU Zhou Benchmarking Nature Tourism between Zhangjiajie and Repovesi

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Since nature tourism became a booming business in modern society, more and more tourists choose nature-based tourism destination for their holidays. To find ways to promote Repovesi national park is quite significant, in a bid to reinforce the competitiveness of Repovesi national park.

The topic of this thesis is both to find good marketing strategies used by the Zhangjiajie national park, via benchmarking and to provide some suggestions to Repovesi national park.

The Method used in the thesis was benchmarking. The use of benchmarking to analyze data is more direct compared to collecting information from the Internet and a local tour agency is convenient and easy. The Methodology used in the survey was qualitative.

From the research, by giving some good suggestions which can help Repovesi national park enhance the reputation and attract more customers. For instance, by cooperating with “Angry Birds”, to build a theme zone in the park, and also can have a TV show which can express the positive energy to the whole society.

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1. INTRODUCTION

1.1 Background of the research

In modern society, people search for new things which can add some color to their lives. Daily expense has changed, people not only focus on substance aspect, but also realize that the mental aspect is also significant. So, why people need traveling? Besides, how can nature tourism influence people's daily life, several reasons can be advanced.

First, people travel because of social and business obligations. With the development of transportation, traveling between countries has become easier and convenient. Some people travel for business, some for visiting relatives. So, travelling in local resorts is put on the schedule. Most people prefer nature tourism.

Second, travel can fulfill personal dreams. People who like to travel always want to know more interesting things in this world. Through travel, they can find what real life is, what kind of life they want to pursue, at the same time, during the travel, they can meet some new friends, acquire some new knowledge, just like the old saying "only when you see it that you can believe it". Nature tourism can fulfill tourists' dreams, by seeing some original forests and spectacular landform which can show the nature's instinct.

Third, for exploration, nowadays, people always immerse in virtual world, like Internet, those who spend more time to stay at home than working out. Travel helps people to explore the differentiation, also, open people's mind.

Fourth, for adventure, in real life, people always curious about this world, so nature tourism can offer them more understandings about nature.

Last but not least, for diversity. In contemporary society, people are under a lot of pressure, so various life styles can help them to release the pressure, especially back into the arms of nature that is why travel becomes prevalent in recent years.

On the one hand, travel has been playing crucial role in domestic revenue. Through the survey, China's tourism industry has achieved sustainable and healthy and rapid development, is expected to total annual tourism revenue up 2.4 billion euro, up 3.25 billion domestic tourists trips. (zjjbus, 2014.)

To start with my thesis, I choose two parks which are from two different countries, one is from China, and the other one is from Finland. The first one called: Zhangjiajie national park belongs to Hunan province, located in northwestern of Hunan, is one of the most important tourist cities in China. It is quite famous in the world, every year; Zhangjiajie national park attracts thousands of people.



Figure 1 Zhangjiajie national park (Zhangjiajie 2014)

And other is called Repovesi national park which is free for Finnish citizens. Repovesi is located in Southern Finland and Eastern Finland. This park was established in 2003 and is managed by Ministry of Forestry. Repovesi is quite prevalent hiking destination.



Figure 2 Winter view of Repovesi (Repovesi 2014)

1.2 Research Objectives and Limitations

By using benchmarking method in a bid to find useful suggestions which can help Repovesi national park become more and more popular in Finland, to find some good solutions to improve Repovesi national park, make it an ideal tourist destination for tourists.

This study has some limitations, since the geographical factor, on-the-spot investigation is hard to achieve. All the documents about Zhangjiajie only can be obtained from the Internet; also can not find some paper from library or other places. For Repovesi Park, the resource are limited, but lucky, ask local people is a good approach.

1.3 Research questions

For the purpose of successful research, the aim is to get enough information on the main question:

1. What is nature tourism?

Explaining what nature tourism is can help the reader to understand in more detail information about both Zhangjiajie national park and Repovesi national park. At the same time, how to use the advantage of nature tourism to expand tourist markets is important.

2. How does Zhangjiajie national park market itself?

Since Zhangjiajie national park was named “The world Heritage” by UNESCO, it helps Zhangjiajie national park enhance the reputation and acquire more attention from the public. More and more come to Zhangjiajie national park just because it is the world heritage. Besides, Zhangjiajie national park has its own promotion strategies which increase the reputation gradually.

3. What kind of development ideas could Repovesi national park get, by benchmarking it with the Zhangjiajie national park?

Compare with Zhangjiajie national park, there are lots of things that can be learned, also these development ideas can be used in Repovesi national park. For instance, Zhangjiajie national park is good at promotion, they promote from several aspects, this is a good point of departure for Repovesi national park, how to promote itself; boost the reputation of Repovesi national park.

1.4 Qualitative research method

In modern society, researchers pay more attention to the distinction between qualitative and quantitative methodologies when they debate the practice of

social research. On the one hand, qualitative research relates with some kind of direct encounter with “the world”, whether it takes the form of ongoing daily life or interplays with a selected group. On the other hand, qualitative researchers also concern with both objectively measurable ‘facts’ or ‘events’, and the way that people establish, explain and give the meaning to these experiences. (May 2002, 206.)

According to May (2002, 206.), the offerings by qualitative methods are more than a set of shared epistemological assumptions. They actually include several different approaches, the most obvious are participant-observation and in-depth interviewing. With different stages of the research process, observational techniques can offer a totally new solution to approach the social world. Since these choices happen at each different stage of the research process, we should consider how qualitative researchers may resolve them in different ways.

The qualitative research method helps to learn more in depth the research target. From different aspects to analyze Repovesi national park can acquire various information which shows the advantages and disadvantages of the Repovesi national park. From author’s perspective, Repovesi national park can be improved from different approaches, and those suggestions or conclusions are based on the qualitative research method. Furthermore, webpage analyzing is one of the qualitative research methods, the whole research are based on webpage analyzing and collecting. Through all kinds of websites, by screening the information to get useful information to do analysis is a good path, not only convenient, but also wide information from the internet can be acquired.

At the same time, qualitative research method can give more suggestion which from the author’s aspect can also help the reader to understand the research’s goal. Since Repovesi national park is the research target, a good suggestion can make Repovesi national park enhance the reputation and make the national park become more popular in both domestic tourism market and in the world.

By using qualitative methodologies can analyze the basic essence about the target researching. From different aspects, we can get more information, by combination and analyzing, we can solve the main problem.

2. NATURE TOURISM

2.1 Tourism destination governance and trends in tourism

People always think that tourism is a complicated issue, which has multidiscipline activity with a lot of stakeholders; also it often shows various purposes and aims. How to achieve the same goal is always put in first place by policy makers, managers, community members and academics. On the other hand, people also face another challenge, since the changed tastes, interests and the concern from visitors, all this factors become kind of crises and disasters. That kind of thing is accepted widely, at the same time tourism changes and develops. It means every target must be familiar by the new surrounding. (Laws & Harold Agrusa 2011, 1.)

An effective and comprehensive marketing and governance strategies for destination aims to have an integrative understanding about the concept of marketing and management for the tourism industry. Tourism exists only when a tourist has decided the destination and leaves his residence by means of transport with some purpose, for instance, to enjoy the beautiful sceneries or by visiting various culture of the destination. The main factor that defines tourism is that a tourist leaves his or her residence to other places. At the same time, when travelling happens, a tourist will bring some economic benefits to the destination visited via purchase the tourism product. (Youcheng & Pizam & Breiter 2011, 1.)

Since general governance is widely used of a local area, tourism destination governance exists with many similar problems. Davis (1980, quoted in Laws & Richins & Agrusa 2011, 18.) also admits the following difficulties in local and regional governance: lack of understanding about laws and regulations, insufficient technical information, limitation of time, mistrust between decision makers and key stakeholders, at the same time, also lack of understanding from

outside experts. (Laws & Harold Agrusa 2011, 18.)

According to Laws and Harold Agrusa (2011, 19), governance problems lead to uncertainties in the management of tourism destination, furthermore, three types of uncertainty have been found which relate to regional destination governance (Friend and Jessop 1971, 88, quoted in Laws & Harold Agrusa 2011, 19.) These are: (i) since the uncertainty of external structure, context and environment which related to process and choice, it leads to more research and information required;(ii) related choices and future outcomes also existing some uncertainties, resulting needs more coordination between participant and affected constituents;(iii) the uncertainty of the potential outcomes of a decision, causing to need for policy guidance.

Some debates question the adaption of tourism as an economic development strategy. The public money being spent should be justified and that may help achieve tourism strategy. How to measure tourism is a difficult problem. When a factory is to be built in some areas, it means the factory has created some jobs for local residents. Just like Singh(2008, 195) mentioned, the influence of tourism already spread across the region and via some sectors, from the tourist spots themselves, to hospitality industry, restaurants, shopping malls, transport and other activities, so it is difficult to measure the impact by tourism. It is either time consuming or costly that measures the influence by tourism. (Singh 2008, 195)

A Long time ago, there existed some connection between nature tourism and health; a few North American organizations have found some real link between these two phenomena. Studies are trying to find the emerging trend of health tourism, the characteristic of health tourism, the policy and how to overcome the planning barrier when building stronger linkages between tourism and health. (Gartner and Lime 2000, 165.)

In the ranking of global tourism volume, China is the world's third most

attractive travel and tourism destination, US is first and second belong to France. Based on the UN's World Tourism Organization (UNWTO), 8.3 percentage of country GDP in 2010 was contributed by travel and tourism industry in China, and experts expected that this contribution will reach 9 percentage in 2016. Since the strong growth of Chinese tourism industry, it becomes an effective way to against the global economic crisis in 2009. The increase of Chinese tourist revenue due to the country's growing economy, support by government and development of tourism infrastructure. (PR Newswire 2012.)

2.2 Introduction to nature tourism

The Texas State Task Force on Nature Tourism (STFTNT 1994, 3, quoted in Skadberg, 2002.) defines nature tourism as: "...travelling process and travelling to natural areas that protect the environment, social and cultural values while emerging an economic benefit to the local community." As time went by, the definition of outdoor activities such as nature tourism and other forms of outdoor entertainment tourism have become more complex. (Skadberg, 2002.)

According to Skadberg (2002) until the early 1990's ecotourism was widely used to describe travel in a bid to enjoying nature. Since then the term ecotourism has become more specialized to describe a certain type of tourism that is non-impact (or low-impact). The International Ecotourism Society defines ecotourism as "...it maintains natural areas that protect the environment and sustains the well-being of local citizen" (TIES 1993, n.p. quoted in Skadberg, 2002.).

Nature tourism is not only linked with the economy directly, but it also has various and multiple linkages. How to explain the importance of the economic and socioeconomic effects to nature tourism, the detailed information and knowledge of nature tourism's economic environment is necessary. To achieve this goal, economists choose input-output models. Whilst, a simply focus on

inputs and outputs which need to abandon many socioeconomic questions of the interest to policymakers. To provide a better explanation of the socioeconomic environment alongside the economic environment, economists have to use social accounting matrices. (Aylward& Lutz 2003, 327.)

In developing countries, economic studies of nature tourism are not so prevalent, but important progress has been made that nature tourism play an important role in several countries' economies, and it reveals that nature tourism existing a lot of potential which can take some economies benefits. A very clear trend that the fee to protect areas and some other nature tourism destinations has been increased, the aim is to increase user fees and to capture a greater share of economic benefits. Furthermore, some progress has also proved that by regulating development and use at nature tourism destination can gain economic and environmental efficiency. Try to regulate private tour operators' access to nature tourism attractions, to avoid both unlimited entry and inefficient cartels, remain rare. Nature tourism is complex and existing important linkages with a wide range of environmental and developmental process and across several different sectors. But, there still no implication for government policy making and a comprehensive analysis of the performance from experience, even in a single country. (Saxena 2008, 107.)

Through several sectors, tourism can generate political support for protection. In many countries, visitors to natural areas have formed a big group to protect those nature areas. Moreover, nature tourism also brings some benefits to other groups, especially to the tourism industry and local communities, at the same time, it also enhanced political support for the areas on which this tourism rely on. In addition, the fees which spend on nature tourism will be accounted in to governmental treasuries (rather than remaining with park or management agencies), and it may increase local's political support. In some situations, this kind of political support can transfer to financial support which can be used for the protected area (Lindberg, Enriquez, and Sproule 1996, quoted in Aylward& Lutz, 205.). Last,

visitors may join or using other approaches to support conservation organizations that in turn to help fund protected area management. (Aylward&Lutz 2003, 205.)

By using economic approach can help to identify of maximizing net financial or economic benefits through analyze the protected areas and other nature tourism destinations; whilst, one of the most significant challenges in managing tourism is to find a balance between the benefits from visitor and the maintenance of the natural environmental features of the areas. When using nature tourism destination, there are some factors which is uncontrolled, maximizing net economic benefits may cause huge damage to the environment. (Saxena 2008, 102.)

The aim of the KwaZulu-Natal Wildlife research effort was to estimate how the different policies, management institution, and managerial programs can improve nature tourism's contribution to protect biological diversity, development of economy, and social equity, with a particular focus on increasing money flows from conservation activities. Again, the research discussed about trade-offs and complementary processes which include promoting, expanding, and managing nature tourism, it offers several criteria for evaluating success. (Aylward&Lutz 2003, 3.)

In practice, the benefits of nature tourism have been limited, and always on a quite low scale, since most tourism benefits were taking by some national or international level tourism. The major restrictions for nature tourism who want increase local involvement in tourism, and for community-based tourism firms, they lack of required skills, enough experience and information about tourism market, lack of access to markets, also existing shortage of capital for investment, inability to compete with other larger enterprises, lack of support from informal sector and lack of financial viability (Ashley. 1995, quoted in Saxena 2008.). Some countries by using systematically attempted to solve or try to overcome these limitations. (Saxena 2008, 99.)

According to Saxena(2008, 99) one of the most important barrier to community participate in tourism is lack of financial support. If without low interest financing from some administrations, the opportunities for rural communities is limited. By participating in nature tourism, community may via joint ventures with the private sector or some authorities.

2.3 Promoting nature tourism

Substantially, promotion is an approach which can find potential consumers by using the existing products, to make those customers to believe that products are reliable and trusty. The main reason to customers purchasing is consumption can bring some satisfactions to them, from both psychosocial and economic aspects, also fulfill their anticipation. Organizations usually through promotion messages and inform customers the benefits of the products. There are two reasons for organization promotion messages: (1) trustworthy communication, (2) effective competition tool. The real expectation of promotion is that can stimulate the market and the needs of consumers. Furthermore, it can help organization acquire more customers from competitors and maintain the needs for you. In addition, it is true for organization to complete the desires and wants of the customer expectations. We can image that nothing can be sold without promotion. Marketers use promotion as activities for their company. Receiver think it is kind of procedure of communication. People think all marketing communication should be a whole system, can not be individual. There are four parts comprising promotion and communication: (1) publicity, (2) commercial, (3) selling by individual, and (4) various approaches for sales promotion. All on all, different kind of promotion and marketing communications want to impact customer's concept, life style, personal and cultural value and options about company. (Saxena 2008, 107.)

Promotion plays an important role in modern society. Various communication activities, like tour operators or tourist organizations figure out a concept to stimulate or motivate customers. And those customers are the main target who will buy products or consumption. However, those kind of promotions not just attract customers, at the same time, they also want to influence others like agents, suppliers and those people who engage in tourism this area, for example, writers, journalists and so on. (Raju 2009, 142)

According to Hundekar (2010, 104) there are some essential reasons about promotion.

1. Widely inform process: the main point about promotion is informing the major market that the enterprise has. On the other hand, it is a way to persuade customers that the quality, features and other characteristic about the products. It will show customer some opinions about the products.
2. Persuasive and effective process: the aim of promotion is stimulate the market and purchase, furthermore, it will help firm to build a positive image, in this case, it also good for mutual relationship between customers and organization.
3. Process of motivation: In some extent, promotion can motivate suppliers who can offer more space to firm's goods and promote them.
4. Conversion of brand: the purpose of promotion is that organization wants to attract consumers use their products instead of competitors or making customers change brands.
5. Kind of investment: should change the perspective about the expense of promotion as an effort to enhance sales. The right aspect of promotion which is like investment in the customers, and hopes that customer can create more value or improve the image of company or products. Promotion is future orientation, is similar with R&D and training.
6. Promotion can influence target audience: the goal of promotion is a strategy which aim at major group. Hence, marketing operator should have a very specific view of the main customers. They ought to know what kind of media

and what type of message should be used for those audiences.

7. Promotion needs economic support: the expense of promotion always huge. So promotion strategy should be designed carefully.

8. Promotion process is quite brilliant: there are a lot of procedures involved in promotion process which is complicated. For instance, analyze major group, decide the objectives, and make decision about budget and so on.

2.3.1 Ways to promote nature tourism

In tourism, the main function of advertisement is to stimulate awareness and anticipate about tourist service or the destination of tourist, which can promote and motivate the potential market of tourist and tourists, furthermore, it can calculate the cost of the facilities and others. Since advertising should be treated very careful, so, some organizations will give the mission to some agencies which is good at advertising planning, and called advertiser. A lot of tour operators and national tourist administrations give the job to various advertising agencies. (Raju 2009, 151.)

According to Raju(2009, 149.) based on what you need, the advertiser ought to pay attention about the process of how to select the media and the broadcast medium. Since the differentiation of the purposes, like which areas should be included, the target of the major customers, at the same time, they also should think about the feedbacks, after-services and facilities of the costs. There are several factors that impact the selection of media: (i) media custom of the major customer; (ii) functions or characteristics: for instance, the widely of TV market decide that TV is the best media for products to broadcast and publicity, furthermore, the effectiveness and efficiency is the most important factors which can influence a lot of major consumers.

When organization chooses the information or content in the advertisement

should be careful, and they should keep the interesting thing of the consumers which related with products. Besides, customer must hold positive attitude about the message and the products, and keep desire about seller. The goal is to express the advertiser's information which can let them consider about the advertisement. (Raju 2009, 149.)

They can from the following aspects to choose a suitable advertizing:

Information: work for decision.

Interest: retain the attention and curiosity of the major customer.

Facticity: keep the truth of the information, don not overstate.

Persuasion: build a positive image in the major customer.

Core value: it should existing in products or advertisement which can help customer remember and have a deeply impression. (Raju 2009, 149.)

2.3.2 The Internet and social media can be an efficient tool

Using internet in the tourist marketing for products and services has huge potential. As one mainly part which has relationship with service administration, the tourism can use the advantages of the technology to do development. There are a lot of benefits about internet, not only can bring specific information of the tourism services and products to the major consumers, but also can broadcast the information in effective and efficient way. The things which can offer by the internet are incomparable. Depends on technology, internet and web has been widely use in various areas, at the same time, it makes some opportunities, for instance, the relationship with customers, sales, R&D, services, supply become more integrate, distribution of products, and promotion process. (Bisht&Belwal&Pande 2010, 90-93.)

Internet wants to change non-electronic world of marketing into an electronic world. It is not easy to create online marketing strategy. On the contrary, it

demands some related about marketing strategies, marketing planning and marketing decisions, transfer it into digital business process. All of the processes like promotions, marketing research, advertisement and various services etc. Those are to make sure that retain the consumers. Make good use of internet this marketing tool can bring a lot of advantages, like saving cost, time, and the process of collecting information, and the approach to promote products and get feedback from customers. (Bisht&Belwal&Pande 2010, 90-93.)

Social media make the promise become reality: the purpose of the social media aims to connect the whole society. On the one hand, since mobile phone and the laptop become popular than before, it works well to connect every data and information, but the real factor is only possible if the limiting surface are open to the whole society. In contemporary society, there are a lot of platforms we called social media, for instance, Facebook, micro blog, Twitter, Wechat and so on. Based on those platforms, it is easy for people to use without education or learning. A real social media is everyone can participate into the society and eliminate the barriers. On the other hand, it means people can widely connect by all kind of social media platforms. (Agresta&Bough&Miletsky 2010, 3.)

At present, the redefinition of social media can offer organizations more opportunities which can enhance the relationship with customers and get closer than before. About brand, it is revolution, which makes people rethink about all the things about marketing and communication strategies. People move into new chapter, from public communication to person to person communication, and this new model occupied a large percentage of how people operate. (Agresta&Bough&Miletsky 2010, 3.)

Figure 3 and Figure 4 indicates that website plays a decisive role in tourism marketing, and by offering customers a good website is important.



Figure 3 The homepage of Zhangjiajie portal site (Zhangjiajie 2014)

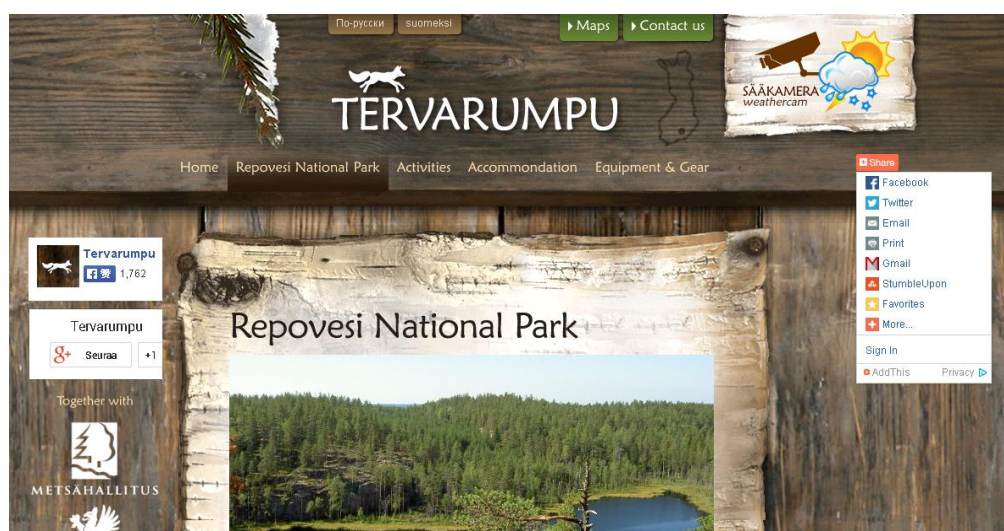


Figure 4 The homepage of Repovesi portal site (Repovesi 2014)

3. BENCHMARKING

In modern society, benchmarking has become increasingly popular, many companies use benchmarking to compare their performance with other competitors and to carry out effective ways to improve themselves. The reason why a company uses benchmarking is because benchmarking has a lot of advantages. Furthermore, benchmarking plays an important role in tourism marketing.

3.1 Definition about benchmarking

Benchmarking is not an unimaginable process. It is suitable for individual and any organization; people can use it if required. The main part of benchmarking is the idea about learning from others and sharing with others. Compare with other's work experiences, people can get the useful information that adaptation to your own position. (Patterson& Keppler 1995, 3-4.)

By using benchmarking, you'll find the best one not only existing in your industry, but it may in some places that you have never thought before and you may think those has no connection. Furthermore, everything can be benchmarked, for instance, you can benchmark about machine suspend production time to employee overtime to submit products time. Those essential problems should be solved by every company, and managers can learn from everything and every aspect. (Patterson& Keppler 1995, 3-4.)

Benchmarking is useful quality tool which can help your company enhance processes via learning from others experiences. To start with benchmark, self-evaluation is necessary, and company should find out the weaknesses and strengths points, not step by identifying, learning and adapting from others who may good at doing this. The original of benchmarking was from a land surveyor's

term. In that situation, a benchmark was lively mark made on a rock, building or wall, and people use it for reference. At present, a benchmark is a sighting point to do measuring, a standard point that for others too measure. (Patterson& Keppler 1995, 3-4.)

Benchmarking can identify the most superior organizational performance, at the same time, benchmarking also can help some organizations to enhance their practices by learning from rivals successful experiences and marketing strategies. Research shows that people want to find out the statues compare with managers or other employees in the whole company. Through benchmarking people can easily find their position by using available information, or people can benchmark with other company's employee to give you and others more visibly image of what is the best. (Patterson& Keppler 1995, 3-4.)

The definition of benchmarking is like systematic process which can measure the object and create sustainable improvement. The huge success of benchmarking has some connect with its inside characteristic which means sharing and motivating process. It always encourages managers and staff to pay attention on performance measures and practices to enhance profitability. (Wober 2002, 1-2.)

Recent years, benchmarking has been used in several business areas, especially in quality management. Benchmarking aims to increase a process or promote a product by comparing with a recognized point and some related action are necessary. Despite the universally use of benchmarking in a lot of areas, such as, quality control, marketing, finance and independent-innovation in the manufacturing industry, benchmarking still have no clear concept in the service industry, especially in the tourism marketing. (Wober 2002, 1-2.)

According to Kozak(2004, 1-2.) benchmarking theory was based on performance comparison, identify of gap and some changes in the process of management (Watson 1993, quoted in Kozak 2004, 1-2.).By recalling the benchmarking

literature, it shows that existence some similar about benchmarking methodologies practice and analyze performance gap (e.g. Camp 1989; Karlof and Ostblom 1993; Watson 1993, quoted in Kozak 2004, 1-2.). The first thing is to identify the performance gap from inside of the company to find out production and consumption, then to figure out a useful method to close them. Through the analysis can find what changes between internal and external practice. This approach can recognize the different between comparison researches and analyze of competition. Whereas, some studies make the mistake thinking that every comparison survey is a type of benchmarking (e.g. Zhao et al., 1995, quoted in Kozak 2004, 1-2.). Competitive analysis focuses on products or services comparisons; on the contrary, benchmarking is more than just comparison and aims at estimate operation and management skills producing these products and services. Another different point is that competitive analysis only aims at specific of those in the same region of competition, at the same time, benchmarking trying to find the best performance ignore the locations (Walleck et al., 1991, quoted in Kozak. 2004, 1-2.).

3.2 Various type of benchmarking

Industrial sector has already existing benchmarking, whilst it also has expended into financial, service and government agencies. In American, the Internal Revenue Service has benchmarking against American Express on billing and Motorola for accounting practices. In addition, benchmarking also started in education. (Patterson&Keppler 1995, 31.)

Several kinds of benchmarking have emerged. The best one will suitable for company will be based on company's size, kind and the purpose of the benchmark. (Patterson&Keppler 1995, 31.)

3.2.1 Internal benchmarking

Internal benchmarking includes bilateral communication and sharing opinions among departments and same organization or using organization operating as a chain in other countries (Cross and Leonard 1994; Breiter and Kline 1995, quoted in Kozak 2004, 10.). Franchising contracts also is one type of the internal benchmarking. Other company can learn the thing that achieved by other companies which have good performance indicator. The result of internal benchmarking can be used as a baseline which can extend benchmarking to contain external organizations (McNair and Leibfried 1992; Karlof and Ostblom 1993, quoted in Kozak 2004, 10.). In some aspects, researchers has found the same concept that is all benchmarking ought to start from inside of the organization, because it requires organization to estimate itself, and this gives a baseline for comparison with other organizations (Breiter and Kline 1995,quoted in Kozak 2004, 10.). The positive side about internal benchmarking are its capable of deal with partners, those partners who using same language, culture and system, having easy access to figure, and showing a baseline for future comparisons (Breiter and Kline 1995). Hence, it will be easy to use internal benchmarking to find out the outcomes. (Kozak 2004, 10.)

For anyone or any organization, this should be the first type of benchmarking. The most important thing that is knows you, clear about the internal processes. Seek from each single and across individual or divisions to benchmark. Internal benchmarking is the fastest and cheapest. It is possible that benchmark internal process within six months. Using internal benchmarking to support processes that check the operation of the unit and those has been changed by other managers in other units. (Patterson&Keppler 1995, 31.)

Compare with external benchmarking, internal benchmarking may provide more advantages. Primary, it will be easy to access the information which is more readily available. For external benchmarking, one of the shortages is that target

companies may be unwilling to share the information with you, and they afraid to lose some business secrets and competitive distinctions, this situation usually not existing in internal benchmarking. Secondly, the advantage of internal benchmarking is the transferability of practices. Different corporate cultures have limitation to transfer techniques. Some practices can be used in one company, but it may not suitable for another, since the difference of their cultures. Finally, internal benchmarking may provide a first step when doing external benchmarking. Internal benchmarking provides a stable training environment, offering the skills needed for an external benchmarking project. (Southard & Parente 2007, 161-171.)

Internal benchmarking is the easiest to manage that compare with the rest benchmarking, because both sides of the benchmarking work for the same purpose or same company. The threatening of internal benchmarking also is the lowest, which makes it easiest to sell to leaders. Whilst, it maybe the hardest benchmark to sell if the units itself are being benchmarked are in an internally competitive surrounding. (Patterson&Keppler 1995, 31.)

Since the information is under the same company or organization, internal benchmarking is the easiest about idea exchange management and availability of partners. On the other hand, it is easy to use the collected information, since all parties ought to using the same system to do measurement and speaking the collective language. Every coin has two sides, internal benchmarking has lowest risk of failure by using information to the organization, but the benefit level is the lowest, since internal benchmarking just a processes which looking the organization inside structure. The key point of internal benchmarking is look at internal processes and trying harder and smarter to enhance. (Patterson&Keppler 1995, 31.)

3.2.2 External benchmarking

Since is different with internal benchmarking, external benchmarking needs company compare with external organizations and to find out the new ideas, methods, products and services (Cox and Thompson 1998, quoted in Kozak 2004, 11.).The different between internal benchmarking and external benchmarking is a practice in order to reveal if there anything needs to be changed or the changes already happen. The goal of external benchmarking is want to improve one's own performance by testing how performance is, comparing with others and learning how others achieve their performance levels. External benchmarking offers opportunities for organization learning from other superior companies about the good performance and experiences. There exist some collective concept about external benchmarking, and it's divided into three major parts: competitive, generic and relationship benchmarking. (Kozak 2004, 11.)

Your organization may unwilling to share business secrets with other direct rivals, and this makes competitive benchmarking become one of the most difficult benchmarking. Competitive benchmarking mentions some particular rival-to-rival comparisons, especially about key products or process. One of the problems with competitive benchmarking of analysis is that some organizations using false data, try to mislead the benchmarker. (Patterson&Keppler 1995, 32.)

Many companies have relationship with competitors only for mutual benefits. For instance, some major automotive companies by using plant tours to do benchmarking. Those automotive companies not exchange their information, only via plant tours to get the information by itself. Not every company willing to cooperate with other competitors, whereas if the organization can get to enough plants and collect enough information via some public newspapers, magazines, the information about your own sales and suppliers, it will be good for organization to understand what do they need. Nevertheless, gather information about competitors, is aim to figure out what the advantages about rivals and how to improve your own company by those processes. (Patterson&Keppler 1995,

32.)

The important thing is that 90% of all information you need to make key decisions, at the same time, you should know the market and rivals about their information from public records and find out what can be developed by those information. There are several approaches which can help organizations to collect competitor's intelligence:

- Department of commerce
- Searching Literature
- Magazines and newspapers
- Associations
- Rival's news releases
- Visit plant
- Released legal files
- Interviews
- Data centre
- Internet
- Questionnaires (Patterson&Keppler 1995, 32.)

According to Kozak(2004, 11.)Competitive benchmarking means compare with competitor directly. This type of benchmarking is the most sensitive of benchmarking activity, because it is quite difficult to build a relationship or cooperation with direct rivals, at the same time, it is hard to get the primary sources of information. Competitive benchmarking is widely used by banks and building societies; they use it to identify the standard of consumer's satisfaction. Hence, people think that competitive benchmarking is suitable for those large organizations than those small companies, for those large firms, the infrastructure is more stable which can support quality and continues improvement (Cook 1995, quoted in Kozak 2004, 11.). The positive side of competitive benchmarking including creating a unique culture that make it continues improvement to arrive higher level of enterprise culture and sharing the best performances between

partners (Vaziri 1992, quoted in Kozak 2004, 11.). On the other hand, it also exist some negative sides, like the disadvantages of application, it will become really hard to acquire data from rivals and get the experiences. Furthermore, the risk about this benchmarking is the tendency that organization pays more attentions on the reasons that make the competitors unique instead of find the main factors, like some excellent performances which can use for your own company. (Karlof and Ostblom 1993, quoted in Kozak 2004, 11.)

Functional benchmarking is a kind of compare your processes with other similar, but those not totally same, and within collective processes, often with industry leaders. About functional benchmarking, it takes more time. The first functional or industrial benchmarking almost lasts 12-15 months. (Patterson&Keppler 1995, 35.)

The good aspect about industrial benchmarking is the processes can help organization looks to the future. Through analysis, it can find out some new ideas which have already succeeded in a compatible area. Whilst, more effort should spend by managing this benchmarking, since the number of targets and processes increases the benchmarking becomes difficult. It takes more time and preparation than other benchmarking forms, and it makes sell functional benchmarking harder to leaders. There are lots of partners existing, but they belong to direct competition, and they may be more willing to change the data and build relationships. Since some partners are from different culture background and industries, transfer information becomes difficult to your organization. (Patterson&Keppler 1995, 35.)

The risks can be high when adapting the information you collected, because it connect with your organization's orientation about future. But those are manageable, since the benchmarking data is under you control. On the contrary, the benefits also can be very high, because the change you make is based on the operations of organizations, not for direct competitors, at the same time; it is

possible for your organization to exceed competitors. (Patterson&Keppler 1995, 35.)

Giving an example from the manufacturing industry, Rover, a company who manufacturing car, not only chosen Honda, also a car manufacturing company, as a partner for benchmarking but also selected IBM and British Airways those two are totally from different industries to make benchmarking. This means that a hotel organization's accounting department would find a manufacturing organization's accounting department which has been admitted as having the fastest operations. It is proved that gather data will be easier since some best organizations are willing to share information and experiences. Furthermore, it requires long time for test benchmarking and get outcomes need modification, only in this way can company use those experiences to set their own standard. These are negative sides for benchmarker (Cook 1995). At the same time, this type of benchmarking also defined as non-competitive benchmarking. (Kozak 2004, 11-12.)

3.2.3 Other types of benchmarking

Collaborative benchmarking is an alternative to competitive benchmarking; the limitation of collaborative benchmarking is the information from a consortium company is limited. But this may be existing good aspects and a good way for company to started, compare with competitive benchmarking, collaborative benchmarking is cheaper, at the same time, collaborative benchmarking only takes less time than 6-12 months. Some professional organizations from the same industry with you, they may have or be willing to start a "best practices" collaborative benchmarking database. Other temporary technical groups can be formed and managed by outside consultants. (Patterson& Keppler 1995, 34.)

Collaborative benchmarking just focuses on quantitative statistics rather than

analyze about qualitative. Although there are some limitations about collaborative benchmarking, connect with other benchmarking methods it will be much better and get more worthwhile ideas. (Patterson& Keppler 1995, 34.)

Andersen (1995) introduces relationship benchmarking as a type of external benchmarking which can be used in the future. It mentions benchmarking against an organization those who already had a relationship in advance of a benchmarking agreement. Furthermore, this kind of benchmarking may offer some positive sides to organization, because it requires less time and the trust established between two companies who willing to break the barriers and find mutual relationship. Cox et al. (1997) call this ‘collaborative benchmarking’. It is an alternative option to “competitive benchmarking”, they mentioned that the goal for organization that should work together; gain from benchmarking together and get mutual benefits rather than just pay attention on the benefits only a single organization will obtain. (Kozak 2004, 12.)

Shadow benchmarking is means that between two competitors, if without your benchmarking and partner knowing you doing it, it’s called” shadow benchmarking”, usually more expensive than competitive benchmarking, because shadow benchmarking needs 6-12 months to do it. (Patterson&Keppler 1995, 35.)

Shadowing those organizations which have common to do the processes is the best way; the quality of data that you gathering, it depends on some specific management which from partner’s benchmarking and the way they do data collection and analysis. (Patterson& Keppler 1995, 35.)

In those situations, like want to enhance market penetration or under highly competitive, then shadowing is much easier to sell. There is no require about the partner when doing shadowing benchmarking, it means not depend on rival cooperation, and the information can from whatever competitive intelligence.

Whilst, some concepts may be difficult to transfer directly, but the ideas can be useful in some situations, like in preventing investment mistakes and in reorientation resources in order to find some opportunities or competitive challenges. Risks can be higher, since the information you gathering may be need sometime to adapting it which need combine with your incomplete data. On the other hand, shadowing benchmarking helps you gain new information will enhance your processes or prepare well to face the market growth without alerting rivals. (Patterson& Keppler 1995, 35.)

World-class benchmarking is a kind benchmarking that comparing processes almost the same, it is compare with world-class organization which are outside of your industry and help you to build you own benchmarking. This is called “world-class benchmarking”. It takes longest time to prepare and implement. It requires 12-24 months to figure out your first step about the strategy and apply the findings. (Patterson& Keppler 1995, 36.)

It may be difficult to manage, since the easiest to indentify partners who always unwilling to participate. The don’t want to spend too much time and money with your request, at the same time, you have to find a way to indicate that from some aspects they can get the benefits and the opportunities to improve, then they may like to do the exchange. Another option to look for benchmarking partners who is cheaper and less time-consuming and very close to world-class. It is really difficult to transfer the information to your company, because those data often comes from various kinds of firms. (Patterson& Keppler 1995, 36.)

Since world-class benchmarking needs a lot of time and money, it becomes very difficult to sell to leaders. Furthermore, the processes of adapting the information are very high, because the information which collected always reveals the fundamental changes about leadership and operations. Risks can be controlled only through other kinds of benchmarking that you have done. On the other hand, by using world-class this kind of benchmarking also the benefits can be greater,

because you may enhance the main process of your whole plan. (Patterson& Keppler 1995, 36.)

3.3 Benchmarking in tourism and destination benchmarking

Benchmarking has been widely used in various national and international businesses, and the aim is to enhance their performance levels, but benchmarking is not mature enough in the tourism and hospitality industry. Hence, both for big or medium and small business will in trouble by using benchmarking and implementing find the situation about itself. At the same time, they also need advance technical knowledge about the operation and application of benchmarking. Besides, small business can be more unwilling than compare with medium and large business, because by using some new ideas or operations will make some external and internal changes, it needs some time to adjustment. The purpose of small and large businesses is quite clear, they using benchmarking is aim to become one of the best company in the industry. For tourism businesses and tourist destinations, this can be used as a indication, which can help tour operators maintaining a certain level of service quality, at the same time, they should find out the satisfaction of customers and how to achieve this goal. Although, both of manufacturing and service industries has their own benchmarking culture, only few benchmarking research has been used among hospitality business, those organizations use benchmarking to analyze the competitive position of those businesses via the strengths and weaknesses of operations. Some studies pay a lot of attention only on individual businesses, whereas, others focus on the hospitality industry. (Kozak 2004, 20-21.)

An indicated by past benchmarking literature that there are a mass of both conceptual and empirical attempts to formulate a benchmarking approach. By using both focus and methodologies benchmarking studies in tourism, the result can be very difficult depends on the application field. All in all, there are several

categories benchmarking in tourism. (Wober 2002, 12.)

1. Profit-oriented benchmarking in tourism businesses

- Suppliers of accommodation (motels, hotels, B&B, pensions, camping sites, etc.)
- Restaurants (all forms)
- Travel agencies and tour operators
- Airlines
- Other profit-oriented tourism service providers

2. Non-profit-oriented benchmarking in tourism organizations/ businesses

- National or regional tourist administrations/organizations
- By authorities or other forms of non-profit-oriented businesses

3. Destination benchmarking

- National benchmarking
- Regional benchmarking
- Local benchmarking(rural or urban benchmarking)

Benchmarking has been widely used among profit-oriented tourism businesses, especially in the hospitality sector. On the contrary, benchmarking in all tourism areas are used quite limited, because of their technical quality. (Wober 2002, 12.)

There are two categories of benchmarking have been mentioned, from both micro and macro aspects: organization benchmarking and destination benchmarking. Using organization benchmarking is aim to deal with the performance evaluation focus on particular organization and departments. On the contrary, destination benchmarking is more widely, it includes all elements of one destination, for instance, transportation system, airlines, accommodation services, entertainment facilities, hospitality, infrastructure and so on. Based on the benchmarking process, the concept about destination benchmarking as:

The uninterrupted measurement of the performance of tourist destinations

not only against itself or other destinations in the same or in other countries but also against national/ international quality ranking systems through assessing either primary or secondary data and aim to improve competitive advantages. (Kozak 2004, 41)

The main purpose of destination benchmarking is help management to set goals to improve their performance level in the future, and set its own standard values which can reach through actions. This approach is suitable for both internal and external benchmarking, because the data can gather from either outside or inside. Based on one's own performance, it reveals recent situation of strengths and weaknesses, at the same time, it also can indicate opportunities and threats for the future. Compare with some similar destinations, it helps to find the competitive of the industry and also figure out the shortages of itself which can be improved. Those points can be detailed to suit destinations. Things that the destination is good at is called strengths, or something which can make a significant contribution that shows tourist satisfaction and others; weaknesses are something that the destination lacks of, and cause tourist dissatisfaction and restrict the improvement of destination's development in the future. If weaknesses aspect developed quickly, it can induce a series of serious questions, likes decrease the necessary of tourism demands, also will influence the satisfaction of customers. By comparing with these criteria, building a destination benchmarking can through the application, it can identify some key issues for drawing a clear picture of destination via investigation. (Kozak 2004, 41)

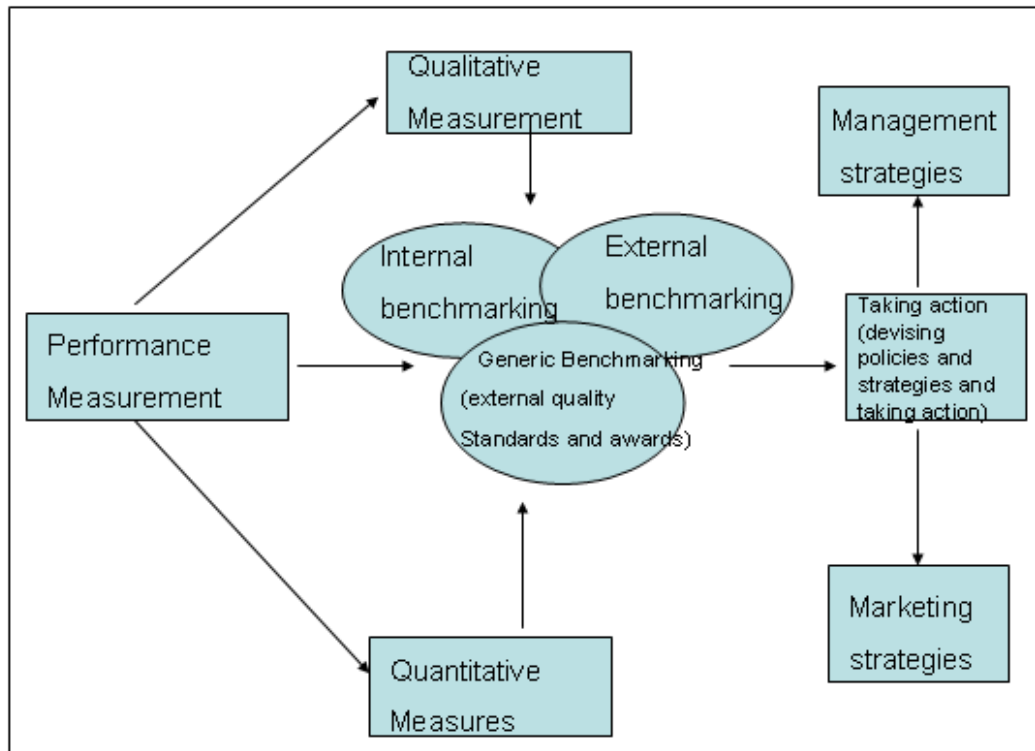


Figure 5 Elements of the destination benchmarking model. (Kozak 2004).)

Figure 5 shows how the model is supposed to work and the relation between each of others. First is about the measurement of destination performance. Second is about benchmarking activity, last but not least, this stage is depend on the result of the earlier stages, to take action, including setting goals and carrying out the benchmarking findings. Its totally different with TABLE 1, performance measurement is not separated from actual benchmarking. The last stage, using action, it can be used in various type of benchmarking, since it has different contents. (Kozak 2004, 42.)

A majority of benchmarking studies can be found in the accommodation sector which indicates something about tourism and hospitality industries. New concept by using developed operational measures for evaluating competitiveness and sustainability of a tourism destination. (Ritchie and Crouch 2000; Ritchie et al. 2001, quoted in Wober 2002, 15.). In spite of their framework offers a very detailed way to do the measurement and for guidelines, their ideas has not been confirmed in real situation. Only few attempts have been used into benchmarking,

those concepts implement for measuring regional tourism's efficiency or to estimate the competitiveness of tourism destinations. Through their approach, the aim is to reveal the performance of destination and using various attributes to do the assessments (for instance availability and facilities quality, estimate about natural environment and friendliness), by comparing with other destinations, and complaints aspect, in order to find out the relative performance of destinations, also to find a good solution to solve problems. (Wober 2002, 15.)

By using an internal benchmarking could taking some benefits for destination authorities: find out the key factor which is most important to the success of a destination, the categories of products and services provided to consumers, properties can make satisfaction of customers, at the same time, properties causing problems and some aspects with an opportunities which can be improved. By looking at previous years' records is a possible way of estimating a destination current performance. Besides, a lot of previous annual reports and contents of customer complaint, the repeat business rate, lodging ratio and the expense of tourism, those can help destination management knows whether they performs better or worse than preceding years or its levels. Either qualitative or quantitative measures needs to be collected and kept those annual records, in order to using self-assessment performance measurement to achieve the goals which set before. (Kozak 2004, 94-95.)

On the other hand, since there are some limitations and weaknesses, internal benchmarking seems against to the purpose of benchmarking. Internal benchmarking requires comparing with others and getting information from others, aim to obtain some new ideas for practices. When carrying out an internal benchmarking process, it works without external data which can do the comparison and no practices for examples to do self-reference. With the competition become more and more violent in the world of tourism industry, without external research it may be a mistake. If so, it may be inappropriate to hope a destination which needs to reach a certain level in international

competition. (Kozak 2004, 94-95.)

3.4 The importance/ benefits of benchmarking

By using benchmarking to find out problems, analyze the main issues and implement solutions and aim to make the organization better, this is the main reason to choose benchmarking this tool. Figuring out the full process, which includes the study and comparison of the best practices, through those it will improve organization's competitive position, cost, productivity and quality which relative to world class. At the same time, it will help company creates a cross-organizational concept of improvement opportunities, and also offering a chance to find a new partners with world class organizations. (Saari 1998, 42.)

Benchmarking is treasure for every organization and also is quite important resource which can help company to enhance itself, make company become more competitive, and strengthen the adaptation power which can adjust the changing environment of market. Furthermore, benchmarking should be a part of the tool of progressive management. (Saari 1998, 42.)

Benchmarking can help organizations eliminate disbelief. By comparing with some comparable operations in another industry, will prove that do the same or similar function better. Estimate the same process being operated variously is more powerful motivator and more effectively, which can reveal outside one's own industry. This is an effective way which can help organization to achieve the changes, since the organization should do the change fast which can avoid reinventing existing practices found in other places. (Camp 1998, 10-14.)

Benchmarking has many other benefits. By using correct benchmarking can help organization set stretch goals, speed up and focus change, at the same time, it can achieve breakthroughs and independent-innovations in processes and

organization design; look at external environment about the whole industry, familiar about world-class performance, and improve profits and effectiveness. Sharing information is the key for achieve these requires, there also need some activities when the processes of benchmarking. Even for those who quite familiar with benchmarking operations can sometimes in troubles. Finding best practices, looking for the right benchmarking partners, make sure that partners participate the whole benchmarking processes; and securing the information correct and analyze the benchmarking data carefully, although it is a process which can be exhausting time-consuming and expensive, when benchmarking success it become worthy. (Ottenhouse 1994, 23-26.)

The benefits of benchmarking as following:

- Benchmarking can help organization to understand the strengths and weaknesses with the changes of supply, demand and market conditions.
- Benchmarking can help organization establish new standards and goals which can enhance satisfy the customer's needs for quality, cost product and service.
- Make the employees full of motivation in order to achieve new standards and to be desired on new developments in their industry, and improves the whole level of organization.
- By comparing with others can help company to understand what levels of performance can reach, and how much improvement can be achieved.
- The factors of documents are main reason why these differences exist.
- Benchmarking can help organization to enhance their competitive advantage, at the same time, by stimulating continuous improvement is aim to maintain world-class performance, also can increase their competitive standards.
- With the changes of promotes and delivers improvements in quality, productivity and efficiency, it brings more innovations and competitive advantages.
- By using the most applicable practical examples, it can be a cost-effective

and time-efficient way to find out a lost of innovative ideas. (Kozak 2004, 2.)

4. THE TOURISM PROSPECT OF ZHANGJIAJIE AND REPOVESI

4.1 Introduction about Zhangjiajie national park

Zhangjiajie is situated in the northwest of Hunan province, the city covers an area of 9,653 square kilometers, which account for 4.5 percent of Hunan province (Figure 6 & Figure 7). The landform is complex in Zhangjiajie, including mountains, lava, hills, plains, etc. Furthermore, mountainous area occupied 76 percent approximately of the total. Quartzes sandstone landform is the most characteristic feature which is rare in the world. Zhangjiajie became the first National Forest Park in China in 1982. At the same time, in 1992, Wulingyuan by consisting of three major scenic areas which included Suoxiyu scenic area, the son of heaven mountain scenic area and Zhangjiajie national forest park was joined “World Natural Heritage List” by UNESCO (United Nations Educational, scientific, and Cultural Organization). (Baidu 2014)



Figure 6 Zhangjiajie, Hunan Province (Google 2014)



Figure 7 Sketch Map of Scenic Spots in Zhangjiajie (Zhangjiajie 2014)

The main reason that Zhangjiajie is famous in the world, it depends on unique tourist resources. Figure 8 is called “Wulingyuan scenic area”, made up of the first national forest park—Zhangjiajie and two nature reserves, Suoxi Gully and Emperor Mountain, by covering 369 square kilometers. Zhangjiajie is a treasure house of natural resources. There are lots of unique plants and animals, which are quite rarity in the world. Besides, since the rich forest resources, the environment makes Zhangjiajie become an ideal ecological tourist zone and an international holiday village.



Figure 8 Wulingyuan scenic spot, (Zhangjiajie 2014)

4.2 Introduction about Repovesi national park

As figure 9 shows, Repovesi National Park is located in the municipalities of Kouvola and Mäntyharju, which is quite near to Helsinki, it only take a few hours. At the same time, the population of southern Finland is huge, and the economy also more prosperous than other areas. Since the natural environment is unique, Repovesi become a pristine national park, pine trees and birch trees occupied the largest part of the park, in addition, Repovesi have a lot of wildlife, including bear, deer and all kinds of birds. In the park, there existing a river called "Koukunjoki", which cut through the park, other streams and lakes are also situated within the parks' boundaries. (Outdoors 2014)



Figure 9 the location of Repovesi (Outdoor.fi 2014)

Since the unique landform and the higher vegetation coverage, Repovesi National Park becomes a place which for adventure, a lot of people from various cities was attracted to Repovesi by its reputation of the superior scenery and landform. Some famous scenic spots like Olhavanvuori Hill, people like climbing here, and the Kultareitti water taxi route, it is a place for those people who like boating. The Lapinsalmi suspension bridge is quite interesting, when you walking on the bridge it will wobble, as can be see from Figure 10, some lovers put the locks on the hob, it means lock someone and love someone forever.



Figure 10 Lapinsalmi Suspension Bridge (photo by author 2014)

4.3 Benchmarking between Zhangjiajie national park and Repovesi national park

By using benchmarking is a direct way to compare between two different objects. Furthermore, a detail comparison can find the characteristic of object's essence. At the same time, benchmarking has been widely used in tourism, and other academic studies. The information which I can get about Zhangjiajie is only via internet, by searching literature; finding some newspapers and magazines, etc. For Repovesi, the information is limited, since I have been there once, the picture of Repovesi national park is vivid existence in my memory, at the same time, I found some information from Kouvola local tour agency.

To do the benchmarking, I will start from four different aspects to analyze the characteristic about Zhangjiajie and Repovesi, respectively are (1) from website aspect; (2) from target audience and service aspects; (3) from promotion and social media aspects; (4) from brand positioning aspect. By using these four main parts, and find more detail information about Zhangjiajie and Repovesi. In order to make the benchmarking more efficient and effective, I made a chart about the same object which indicates different things in two national parks.

Here is chart to illustrate benchmarking between Zhangjiajie and Repovesi:

Table 1 Benchmarking table

Website aspect	1. What is the main attraction/ User friendliness
	2. Languages used/ Brochures to download
	3. Is the content is the same or different in different languages
	4. Photos about park/ Maps of park
	1. Who is the target group/ What kind of

Target audience and service aspects	services offers to different tourists
	2. Accommodation/ Food/ Transportation
	3. Wi-Fi
	4. Scenic spots/ Entertainment/ Facilities/ Activities
	5. Pricing/ High season, Off season
Promotion and social media aspects	1. Arts and crafts shops/ Local specialties
	2. Souvenirs stores/ Promotional products
	3. Advertising online/ TV/ Other channels
	4. By using what kind of social media to do promotion(Facebook, YouTube, others)
Brand positioning aspect	1. Heritage/ History/ Story
	2. Target market(domestic or international)
	3. Use of Logo (Logo)
	4. Reputation

By using this chart can make the result more clearly and obviously.

4.3.1 Website aspect

The website of Zhangjiajie (<http://english.zhangjiajie.gov.cn/>) is quite attractive, visitors may attracted by the information, and if some users visit the website for the first time; they may attracted by the pictures about the Zhangjiajie national park. At the same time, the information about Zhangjiajie national park is very detail, based one different species, website divide into several parts, include News, Scenic Spots, Hotel, Culture, Food, Traffic, Map, Routes, Shopping and FAQ, etc. It is useful to tourists who want to travel in Zhangjiajie. Besides, Zhangjiajie homepage offers 7 kinds of languages; they are Chinese, English, Japanese, Korean, Russian, German and French. Since Zhangjiajie is a popular tourist resort, the tourists come from different countries, so by offering various

languages can make visitor convenient to acquire the information which they need, whilst, with the changes of languages the content of website was changed, and the structure of website also changed, different picture and different introduction about Zhangjiajie. Just like Figure 11 and Figure 12 shows, since each country's cultural is different, tourists' taste also different; in addition, based on customers' behavior, changes the content and structure can make customer feel comfortable. Moreover, Zhangjiajie website offers online service, is visitors have some problems which can not find the answer on the website, they can contact with online consultant via MSN or sent them by email. If Chinese people visit Chinese website, they can through QQ, this is a service which can indicate localization. There are lots of photos about Zhangjiajie national park, since Zhangjiajie Nation Park has various scenic spots, people can find pictures about the resorts which they bias. Download information also very convenient, maps, pictures and brochures all available for visit to download.



Figure 11 French version of Zhangjiajie website (Zhangjiajie 2014)



Figure 12 German version of Zhangjiajie website (Zhangjiajie 2014)

From Figure 13, it shows the website of Repovesi (<http://repovesi.com/>) is quite simple. The most attractive is the pictures about Repovesi, it is auto play, like a flash, people can scan the sceneries about the whole park very quickly. The website divide information into four parts, they are, Repovesi National Park, when people click in, they can find some introduction about Repovesi national park; the following are Activities, Accommodation and Equipment & Gear. People can find some basic information easily. Repovesi website offers 3 kinds of languages, Russian, Finnish and English respectively. With the changes of language, the content was changed, and the structure of website also changed, the Finnish version of website is superior than the English version. Website includes a mass of photos which can reinforce visitors' impression about Repovesi national park. Besides, people can download maps and brochures from Repovesi website. As the Figure 13 shows, tourists can check the weather in Repovesi national park anytime, because the weather report is on live.



Figure 13 Finnish version of Repovesi website (Repovesi 2014)

Comparison between Zhangjiajie national park's English version website and Repovesi national park's English version website, Repovesi can do some improvements which can make the website become more attractive, and enhance the using experience. On the one hand, Repovesi should make the information more detail, which means the introduction about each part ought to widely and cover more angles, like they can add a part which introduce about the prevalent scenic spots, by using photos and some beautiful words to describe the resorts, not only stimulate tourists' interest, but also reinforce the reputation of Repovesi. At the same time, they should strengthen people's impression about Repovesi; they can through some special information or videos to catch people's attention. Moreover, compare with Zhangjiajie, the maps which offered by Repovesi website looks not so detail. Visitor only can find the map about the park, but there is no route's map, for those people who want to travel to Repovesi, if they are not local people, they may hard to find the way to Repovesi national park. So the map of the route is necessary for tourists. On the other hand, more languages option may increase convenience to different countries' visitors. If Repovesi national park wants to enhance the reputation in the world, by offering various languages seems important, it helps to attract more tourists. As Figure 14 shows, travelling in Finland become more and more popular than before, it is a good opportunity to

seek more visitors who come from either domestic or other countries.

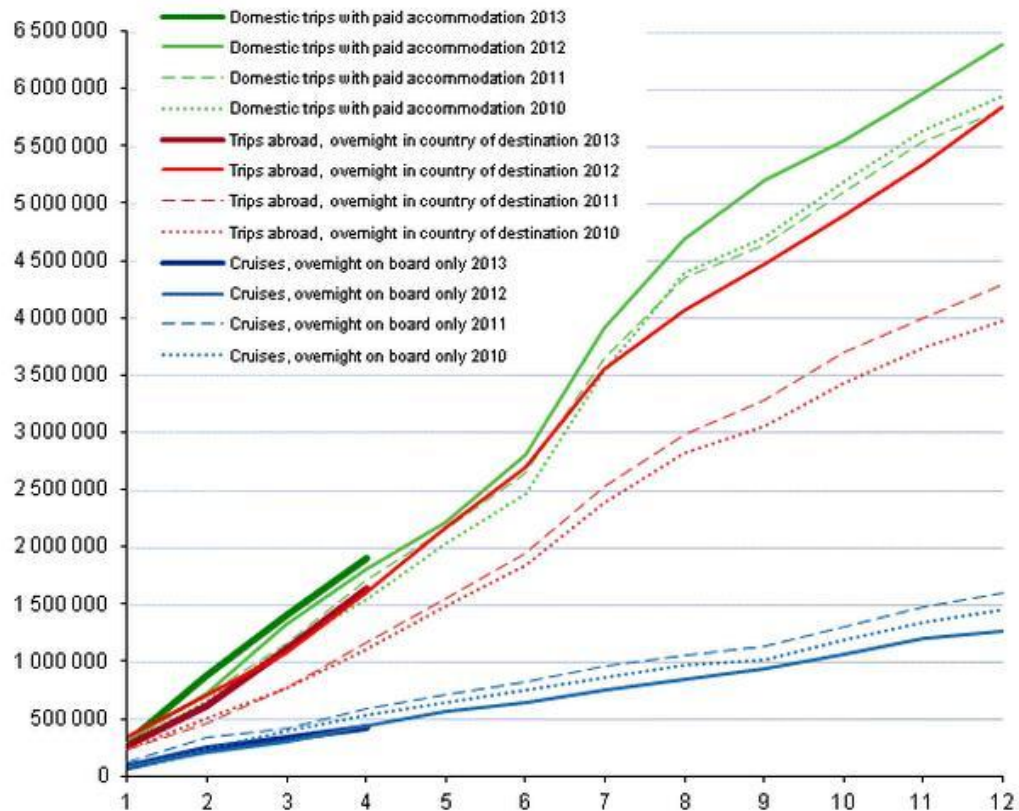


Figure 14 Finns' leisure trips, cumulative accumulation monthly 2010-2013 preliminary data (Tilastokeskus 2014)

Either Zhangjiajie national park or Repovesi national park, they should pay more attention of website design. With the internet and technology become prosperous, a lot of people will do some search before he or she go somewhere which is a place never been there before. So the internet is the best efficient way which can get information directly and immediately. For those people, a good first impression is important, only make the website attractive enough can customers become more interest about the place. Like other E-commerce websites, the design of website should follow 3 steps, which means for users, they only via 3 clicks and to get the information they want. Furthermore, the content and context are significant, content means pay more attention on “what” is presented to visitors, on the contrary, context means focus on the “how” of website looks like and the design. Last but not least, customization of the website is extremely important, it means the website ability to tailor itself or be tailored by each user,

like language option. (Websitemagazine.com 2014)

4.3.2 Target audience and service aspects

Zhangjiajie

How to increase passenger flow volume of national park is the main problem, if this problem was solved, not only enhances the revenue of park, but also improves the reputation of park. So how to make a marketing strategy which is aimed to find the more tourists; and by using what kind of paths to attract visitors also should be considered.

Zhangjiajie national park is a park which is suitable for all age groups, like children, young people, lovers, families and old people. Based on different target groups, Zhangjiajie national park offers various kinds of services, for instance, for those people who want travel alone, they can get free self-help travel guide booklet, it is very easy for them to travel around, and the booklet includes basic introduction about each scenic spot, furthermore, each scenic spot have advisory service, those people who can help you solve the wonders about Zhangjiajie travelling. On the contrary, for those people who want have some professional people to explain each scenic spot, Zhangjiajie offers tour guiders, although, people need to pay is for the accompany, the fee of tour guider is not expensive. Importantly, tourists can choose the languages of the tour guide, like for domestic tourist, they can choose mandarin tour guide, and the costs dependent on the level of the tour guide, normal price is about 15 €/day, superior tour guide costs 30 €/day. Foreign tourists can choose English, Japanese and Korean, and the price is 20€ -40€ up and down. (17zjj.com 2014) The other technological service is QR code, since mobile device become popular, smart phone can help people do a lot of thing, tourists just need to use mobile phone to scan the QR code, and they can get more detail information about each scenic spot, which is more flexible for visitors to use. (Enghunan.gov.cn 2014) Wi-Fi is available inside of park, but it

was charged, the Wi-Fi service offers by China Mobile Communication Corporation (CMCC). Furthermore, tourists can download Zhangjiajie tourism APP from iTunes store for free and also can scan the Wechat's QR code; it will help tourists know more about Zhangjiajie tourism and Zhangjiajie national park. As the Figure 15 shows, this APP includes all kinds of information, like Zhangjiajie cuisines and scenic spots.



Figure 15 Zhangjiajie APP and Wechat (Enghunan.gov.cn 2014)

Zhangjiajie national park is a popular tourist resort, although, domestic tourists occupied the biggest percentage of the whole proportion, whilst, foreign tourists also quite like travel in Zhangjiajie national park. So, the transportation system should be perfect which can offer various approaches for tourists to choose.

(Zjjbus.net 2014)

First of all, Zhangjiajie have own airport which called "Zhangjiajie international airport (Zhangjiajie Hehua international airport)" as Figure 16 shows, this airport was established in 1991, and in 1993 it was the first time using for service, the name of "Zhangjiajie international airport" was given in 2001. (Baidu 2014)



Figure 16 Overview of Zhangjiajie International Airport (Zhangjiajie 2014)

Zhangjiajie international airport connect with major cities in China, like Beijing, Shanghai, Hangzhou and so one, there also has some flight, the destination is Thailand and South Korea, includes capital cities of those countries, for instance, Seoul and Bangkok. (Baidu 2014) The aim of Zhangjiajie national airport is quite clear; government wants to attract more and more foreign tourists' visitor Zhangjiajie national park, not only enhance the reputation of Zhangjiajie national park, but also stimulate the improvement of Zhangjiajie economy.

Secondly, train is a conventional way for people when they travelling from one resort to others. In Zhangjiajie, the train station is near by airport, it gives people a lot of convenience. The name is “Zhangjiajie railway station”, it connects with other cities, also it is a transshipment point, and people can choose the route by themselves (just like figure 17 shows, Zhangjiajie railway station connects with various cities). From the railway station to Zhangjiajie national park also very convenient, the train station offers direct bus to Zhangjiajie national park.

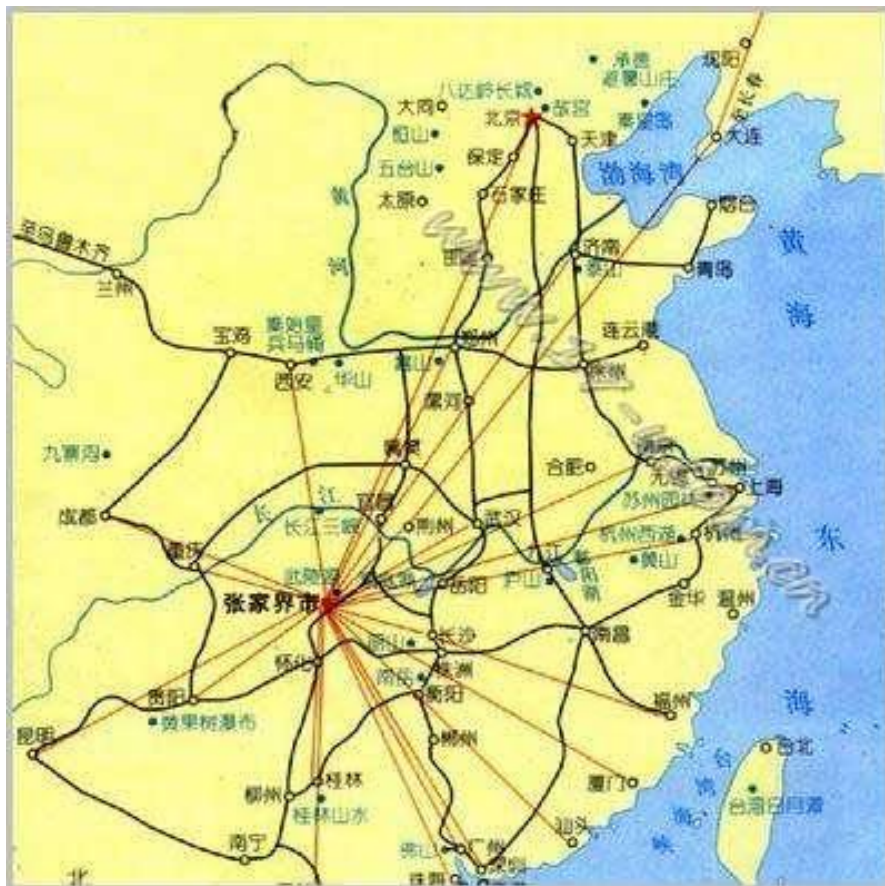


Figure 17 Zhangjiajie railway station to other cities' route (Baidu 2014)

Thirdly, the bus station is close to the railway station, only several hundred meters from the train station to the bus station. Furthermore, from bus station, there have certain bus which can drive visitors to Zhangjiajie national park directly. The convenient transportation system makes the service more efficient and effective. Just like the slogan mentioned “where there is an itch of visiting Zhangjiajie, there is a way”. (Zhangjiajie 2014)

If you travelling in Zhangjiajie choose hotel may spend a lot of time, because in Zhangjiajie, you can find all kinds of hotel, some with local culture, some combination with modern elements, and the price depends on the level of hotel.

Incomplete statistic, in Zhangjiajie national park, the total number of hotels is 100 approximately. Tourists can find all hotel information from Zhangjiajie national park website. In China, the hotel was ranked by “star”, five-star hotel is the highest level, which is the best hotel and luxury. From Figure 18, the place which has been marked in red pin is the location of the hotels.

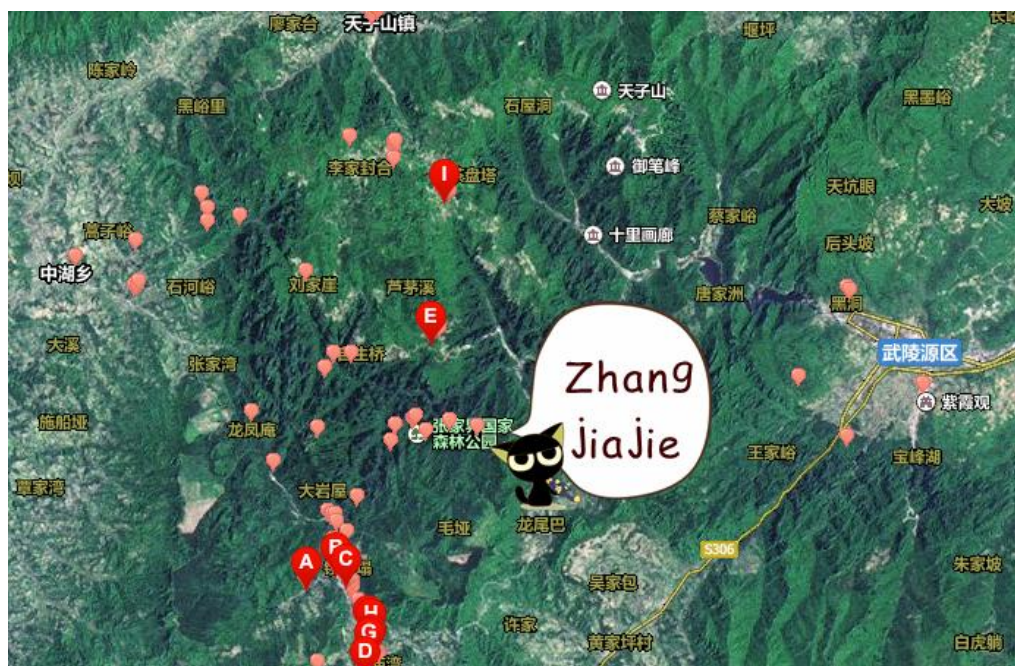


Figure 18 Hotels around Zhangjiajie National Park (Baidu 2014)

As the old saying goes” Hunger breeds discontent”. Chinese people pay more attention on every day what they eat, and people delight to try new cousins when they travel in a new place. Each region in China has different diet behaviors. Zhangjiajie is belonging to Hunan province, so, people live here like spicy food. In a bid to offers delicious foods to tourists, Zhangjiajie national park has their own restaurant which includes various cousins and local specialties. Tujia is one of the national minorities, Smoked-pig Head is a famous cuisine, people usually

eat this food only in spring festival, and local people will celebrate this special and meaningful festival, and gives the best wishes for the coming New Year. Besides, there are lots of Hunan cuisines available in Zhangjiajie national park, for instance, Tujia Combined Slag, Xiangxi Miao Sour Fish, Hunan specialty—Rice cake, Changsha Tofu with Odor and Steamed Fish Head with Diced Red Peppers and so on, just like Figure 19 reveals. All those famous cuisines are worth to have a try if you already in Zhangjiajie national park.



Figure 19 Hunan cosines in Zhangjiajie National Park and local specialties (Zhangjiajie 2014)

Zhangjiajie national park is the most attractive scenic spots in Zhangjiajie city; the main scenic spots include Golden Whip Stream, Huangshi Fort, Suoxiyu valley, Yellow Dragon Cave and The Southern Heaven Gate, etc. Golden Whip

Stream located in the east of Zhangjiajie National Park, tourists can enjoy the waterfall which is like crystal fall from fairyland; exotic plants and rare animals co-exist and constitute the extraordinarily beautiful. That why people called “the most amazing valley in the world”. Suoxiyu Valley is the center of Wulingyuan scenic zone. It covers the largest areas. Tianzi mountain also quite popular, a mass of tourists came to Zhangjiajie because they were attracted by the movie—“Avatar”, since Avatar team chooses Zhangjiajie as some segments of movie’s background. After the movie get success in the whole world, Zhangjiajie changes the scenic spot name, the resort point was called “One Pillar in The South”, and now, the name is “Avatar Hallelujah Mountain” which is the same name with the movie’s background. (Dailymail.co.uk 2014) Zhangjiajie national park is charged, the through ticket is 30 euro approximately, for student the price is 20 euro or so, and the period of validity is 3 days. Whilst, if tourists prefer some of the scenic spots, they can buy the ticket separately, almost each spots around 10-15 euro. (Chinaprivatetravel.com 2014)

Zhangjiajie national park also has some special performances at night. People can enjoy the performances after their whole day travelling, have a cup of wine and relax them. Meanwhile, hot spring also worth to try, it is totally different with sauna, but makes you feel comfortable. Since Zhangjiajie national park has a lot of hills and mountains, it is a good place for these people who like adventure, rock climbing. Every year, amount of people came here just want to conquer the mountain. Ropeway is quite convenient for visitors; people can sit inside and overlook the whole Zhangjiajie national park. The hot season of Zhangjiajie starts from March until October, but each season when you travelling in Zhangjiajie national park, it shows different and unique scenery.

Repovesi

Repovesi national park is open to public for free, no matter where are you from, Repovesi national park is warmly welcome every tourist. Repovesi don’t have any kind of physical service, people should prepare enough before they came

here. Figure 20 is the map of Repovesi national park which can download from Repovesi national park homepage.



Figure 20 Repovesi national park's map (Outdoor.fi 2014)

The options of accommodation for visitors who want to stay in Repovesi national park at night are limited, because there are only three different kinds of rooms available. The first one called “Resin Cottage”, located in the middle of Repovesi

national park, the color of the cottage is blue, which is the same color with the sky and lake, this cottage surrounded by beautiful scenery, and the best fresh air. The price of Resin Cottage is 162€ night, it is a good choice for the whole family who wants experience the different life, away from the city and noisy. The second one called “Kuutti Cabin”, was built in 1987, and during the year 2011 and 2012 is has been repainted. It also located in the middle of Repovesi national park. It is good for true outdoor enthusiasts, here is no electricity, like TV, computer can not work in the room, at the same time, people live here can feel ease, no more stress and all kinds of pressures. The price of Kuutti Cabin is 123 € for a night. Last but not least, “Rooms at Forestry hut” is the cheapest one, at the same time, it offers three kinds of option, the cheapest one just cost 45 € , other is 106€. Figure 21 shows the decoration and the environment of the cottage. (Repovesi 2014)

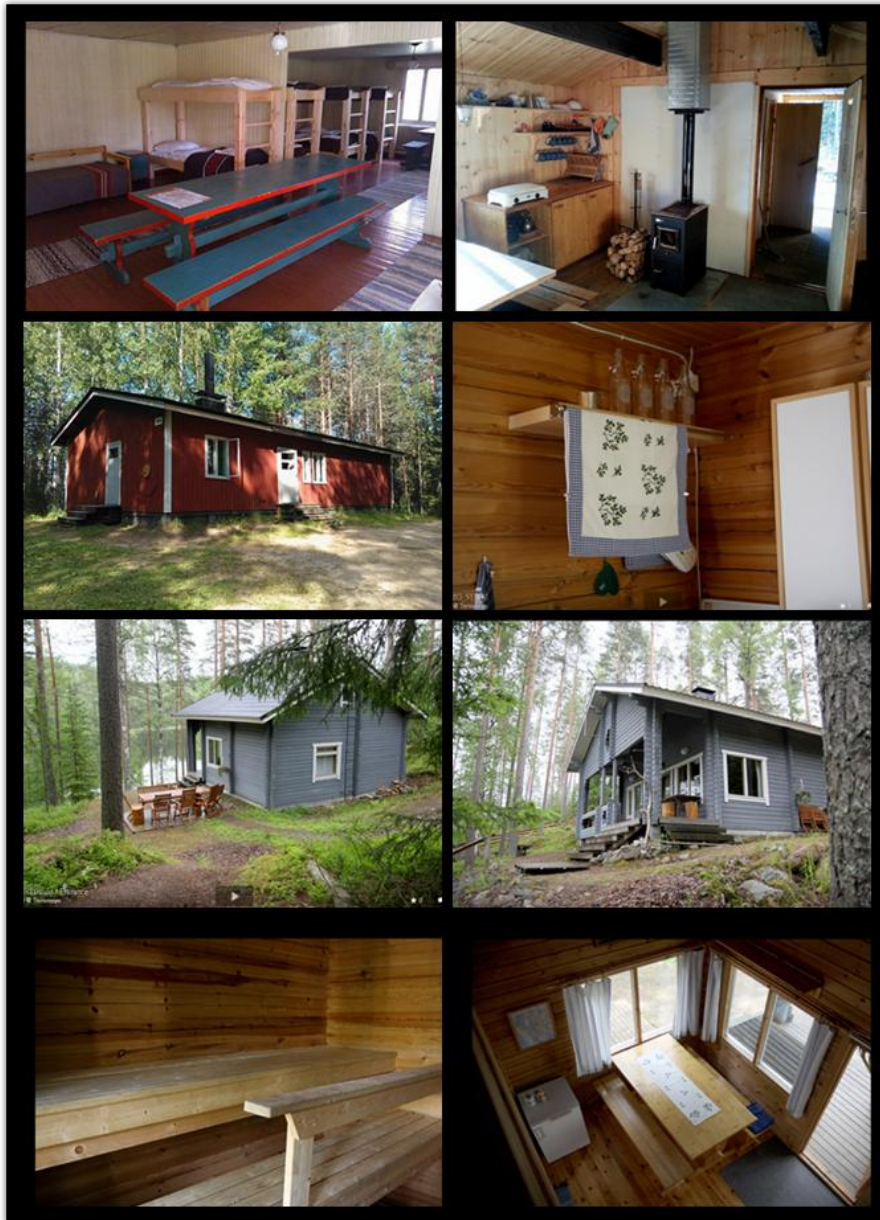


Figure 21 Cabins in Repovesi National Park (Repovesi 2014)

Besides, there are several transportation options for tourists to choose. People can go there by car, and Repovesi offers parking areas for coaches at each national park entrance. Tourists can find detail information from the internet; there has detail description about the route. By public transportation also works, whilst, there is not direct coaches to Repovesi national park, for those visitors who is strangers, they may difficult to find the way to Repovesi national park. At the same time, people can by train to the town of Kouvola first, then by coach. Tourists can go to Repovesi national park by boat, since the national park can be reached by boat from the west via Lake Repovesi or Lake Kapiavesi.

Furthermore, tourists should bring the food by themselves, because in Repovesi national park, there is no retail store or restaurant.

The entertainment in Repovesi national park is colorful, since Repovesi national park is the most popular trekking destination, it attracts thousands of pathfinders. Moreover, tourists also can enjoy other kinds of activities, like fishing, snow shoeing, skiing and so on. For those people who are enthusiastic with climbing, Repovesi national is a good choice which has more than 200 different climbing routes. Mustalamminvouri is a beautiful scenic spot in Repovesi national park, because people can go to the lookout tower, and stand the top of tower, tourists can enjoy a 360 degree view.

If you like all kinds of berries, then Repovesi national park can offer you the best and natural berries. Summer is a perfect season for visitors, and summer also is the hottest season in the whole year, a lot of families came here and enjoy the summertime. Boating can give you another experience in Repovesi national park, you can bring the boat by yourself, besides, you can by passenger boat, it will take you visit the whole park via the lake. Barbecue is quite popular in Repovesi national park, people bring the food by themselves, and they can have a good time with their family members.

Compare with Zhangjiajie national park, Repovesi national park can add more service to attract more tourists. On the one hand, Repovesi national park can open some stores, like restaurant, they can sell local specialties, not only take good experience for visitors, but also bring an opportunity to get revenue. On the other hand, transportation system also needs to be changed. Most of local visitors by car to Repovesi, it is convenient, but for people who come from other countries or other cities which is far away from Repovesi national park, direct bus or coaches is necessary. At the same time, with the technology become prosperous, if Repovesi national park can add more technical elements it may take some benefits. By using QR code is a good idea, each scenic spot has different QR

code, tourists can use their mobile phone can the code and get the information about the scenic spot, which includes pictures, introduction and some interpretations. Those services will give tourists a deep impression.

4.3.3 Promotion and social media aspects

Travelling can show the special scenic spots which never saw before, another point is to buy local goods, taste local cuisines. The circum of Zhangjiajie national park has a lot of stores which sell Zhangjiajie specialties, arts and crafts. The most famous products are Puerarin Powder, Fern Root Powder and Yaner, which can be used for medicines. These three kind of goods is good for healthy, at the same time, a specialty called “Duzhong Tea” which is good for those people who have high blood pressure, also is it useful which can help people lose weight. Tujia minority produce some handcrafts, which is unique and spectacular, like Brocade, is made by old machine, and totally hand made, people can choose the picture which the preferred. Besides, there have several categories, for instance, picture which can be hanged on the wall, perfume satchel, clothes and other like decorations. Visitors can choose they biased products, which is meaningful and worth to treasure. Moreover, people can find other products in souvenirs store, like postcards, you can find amount of postcard which using various pictures, each postcard has their own characteristic.

Promotion is a positive marketing tool; a good promotion strategy can enhance the revenue of the company, and also attract more customers. Zhangjiajie spend a lot of time and money on promotion, in a bid to improve the reputation of Zhangjiajie national park.

Magazine is a good advertising path, by using vivid photos and emotional words; it will stimulate tourist’s interests. There have a magazine which introduce Zhangjiajie national park very detail, as Figure 22 shows, it is called “Romantic

Charm of Mountains at Zhangjiajie”, this magazine have two versions, one is Chinese, another is Chinese, Korean, English and Japanese multiple languages version; and it was published in 2009. Moreover, Korean version of “Zhangjiajie Tourism Service Guide” published in South Korea.



Figure 22 “Romantic Charm of Mountains at Zhangjiajie” (Kongfz 2014)

Other approaches like newspaper, most of advertising published on local newspaper. Zhangjiajie have their own television channel, most of promotion information was broadcasted on local TV programs. Outdoor and transport adverting also was widely used, like local bus, visitors can find some information on bus’ TV, at the same time, tourists can find billboard about Zhangjiajie national park everywhere, it can influence visitors.

In contemporary society, internet becomes an efficient and effective way which is cheaper and faster than conventional path. There is no time limitation and no

space limitation. Enterprises' portal is a good example, which can upload the latest news, and for visitors, it is the most convenient way to find the information. Furthermore, social media begin dominate people's daily life, like Facebook, YouTube, Twitter and others. In China, the most prevalent social media is Micro blog and Wechat, and these social media has two versions, one for ordinary people, another is called "enterprise version", for those companies who want do the promotion campaigns. For instance, Zhangjiajie national park's Micro Blog, almost 500,000 followers, and they update the information every hour, like new activities or by quoting tourists' photos and words which is a powerful persuade way to attract other visitors.

In Repovesi national park, you can not find any products which related with Repovesi, no handicrafts and local specialties, no souvenir stores to purchase some postcards. Besides, it is hard to find some advertisements about Repovesi national park. Tourists can find Repovesi on social media, like Facebook, Twitter and Google+. Unfortunately, only few people follow the homepages, Repovesi national park's Facebook only followed by 2,000 people approximately, only 100 up and down followers on Twitter. In addition, people can find some videos on YouTube; some was posted by Repovesi national park itself, others by tourists who have been Repovesi national park.

Obviously, Repovesi national park should pay more attention on promotion. First of all, Repovesi national park can establish some souvenir stores, since Repovesi national park are covered by 70% of trees, if they can make some souvenirs which made by tree or other materials, it can attract more customers to purchase these products. Again, handicrafts also can be made of wood. In summer, it is time which berry becomes maturity; they can sell various products related with berry, like juice, candy, and bread. Postcard is necessary; they can use Repovesi national park's scenery photos to make postcards.

Although, tourists can find some souvenirs from website (kauppa.luontoon.fi),

the categories are limited, only few T-shirts, scarves and some tourism books about Repovesi national park. As Figure 23 shows, the option for customer which is limited. At the same time, this website is operating by other company, is not belonging to Repovesi national park. So, Repovesi national park can communicate with this company, and add more categories of the products, furthermore, Repovesi national park should put this online store's website on Repovesi national park's website, not only time-saving, but also enhance the revenue.

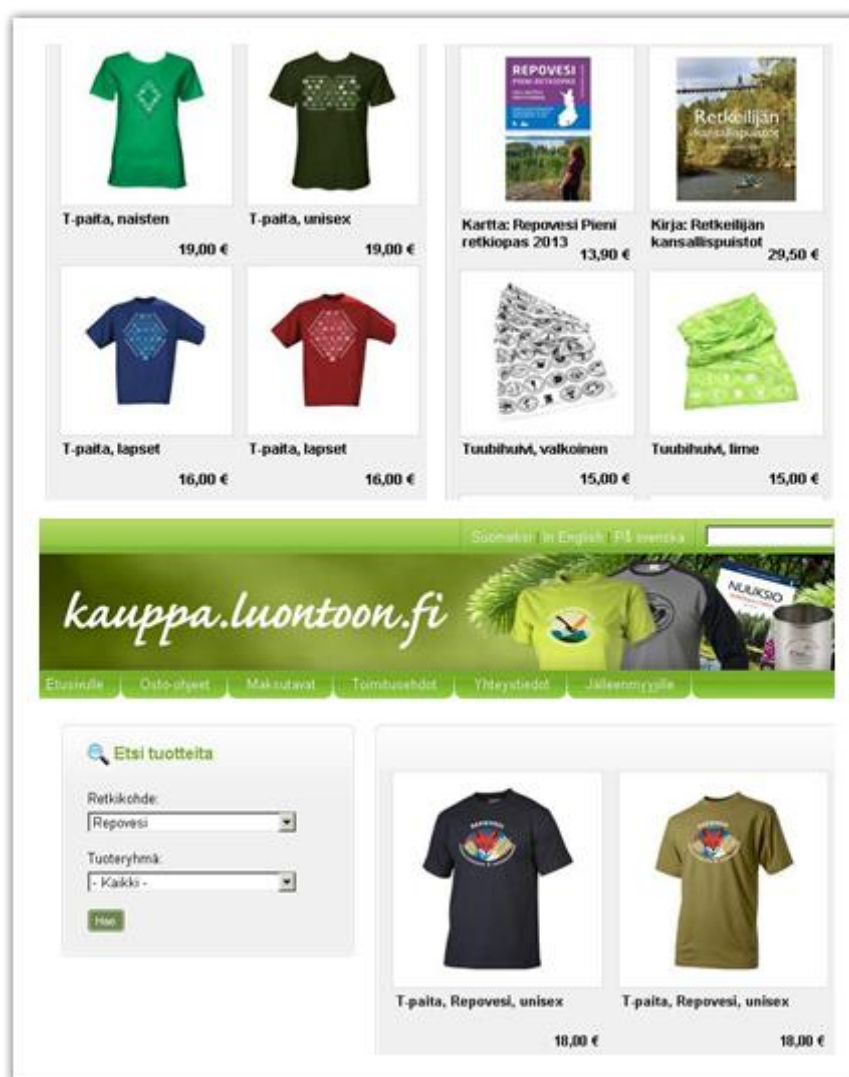


Figure 23 Repovesi nation park online store (Kauppa.luontoon.fi 2014)

At the same time, to reinforce people's impression about Repovesi national park, by using all kinds of social media is a good promotion tool. It is kind of Word Of

Mouth, not only increase reputation, but also stimulate people's curiosity about Repovesi national park. Documentary can affect people's interest about Repovesi national park; upload Repovesi national park's documentary on YouTube or other video websites can help people know more detail information about Repovesi national park.

4.3.4 Brand positioning aspect

Zhangjiajie national park is the first national forest park in China; also it is "The World Natural Heritage". As Figure 24 shows, when tourists visit Zhangjiajie website by using English version, they can find the logo of "The World Natural Heritage". On the one hand, it shows tourists Zhangjiajie national park was authorized which can be trusted. On the other hand, "The World Natural Heritage" logo can enhance the level of Zhangjiajie national park, it tells tourists that compare with normal national park, and Zhangjiajie is more famous and high reputation. (Baidu 2014)



Figure 24 The logo of "The World Natural Heritage" (Zhangjiajie 2014)

The movie "Avatar" is famous in the world, the box-office in China was 1.32 billion Yuan approximately, and the total box-office in the whole world was around 2.7 billion US dollars. Besides, since the success of "Avatar", 3D movie becomes more and more popular. Some of the framings were from Zhangjiajie national park, after the movie gets the huge success, Zhangjiajie national park becomes focus, and more and more visitors hope that they can go to Zhangjiajie national park to visit the scenic spot called "Avatar Hallelujah Mountain". At the

same time, Zhangjiajie national park uses movie “Avatar” to promote itself, in a bid of attract more tourists. According to reports, movie “Avatar 2” will choose Zhangjiajie national park do the framing again. At that time, Zhangjiajie national park will become more and more popular. Again, with the movie get success, Zhangjiajie national park’s reputation was improves a lot; more and more foreigner wants to travel in Zhangjiajie national park.

At present, domestic tourists makes up the largest percentage, with the improvement of reputation of Zhangjiajie national park, foreign tourists increasing sharply. In 2013, the total tourists number were 34.4 million up and down, compare with 2012, it was 4.1 percentage decrease, but the total tourism revenue arrives 2.5 billion Euro, it was 1.7 percentage increasing. The good news in 2013 Zhangjiajie tourism was foreign tourists beyond 100,000. (Quoted in www.zjjbus.net)

The reputation of Zhangjiajie national park improves gradually, and with the convenient of transportation, it will attract more tourists choose Zhangjiajie national park for the tourism destination.

Repovesi national park is a heritage which has a long history in Finland, but Repovesi national park only famous in Finland, most tourists are more interested about Finnish Lapland, and the reputation of Repovesi national park is quite low in the world. Thus, most tourists are local citizen.

As can be see from Figure 25, Repovesi national park’s logo is composed of patterns and words. The patterns include wild animal, and some branches. The logo of Repovesi national park was surrounded by some words.



Figure 25 Repovesi National Park's Logo (Repovesi 2014)

Compare with Zhangjiajie national park, brand positioning of Repovesi national park is not so clear. How to promote Repovesi national park become an international tourist destination is important. From the geographical factors, Finnish location has some advantages, it connected with Russia, and Russian can enter into Finland very easily, at the same time, for Russian citizen, they can drive their own car in Finland. Besides, since Finland is belonging to EU, other EU countries' people can travel in Finland without any visa or spend a lot of time does the procedures, the limitation is quite low. How to make Repovesi national park becomes an ideal tourist destination is a priority mission.

4.4 Suggestions for Repovesi national park

Repovesi national park existing huge progress potential which can be expended and the most important thing is how to make Repovesi national park become more commercialization, but still keep the original scenic spots and the features which only existing in Repovesi national park.

First of all, Repovesi should make a marketing strategy, to identify the target audience and market. How to exploit domestic market ought to put primary place, it is like other business enterprises, start business from local market, then expend

to oversea markets. By using benchmarking, compare with another tourist destination in Finland e.g. “Lapland”, it quite famous in the world, just because it is a place which has a Santa Claus, and the place also was named—Santa Claus Village. Every year, thousands of people travelling in Finland, not only local citizen, but most of people are from other countries, they interested in Santa Claus, that the main reason why they choose Finland as a tourist destination. So, how to make a Repovesi national park become another famous tourist destination in Finland is significant.

Secondly, enhance all aspects which need to be improved, like portal, Repovesi national park’s website is too monotony, and the information is not comprehensive enough, tourist can not find all the information from the website, only via other websites, it is not convenient for visitors, and find other information from other websites need extra time. Language option is important, since Repovesi website only have three languages can be chosen, it is not enough, they can add more languages, for instance, Swedish, Norwegian, both of them are belonging to North European, with the convenient transport systems, travelling to Repovesi national park is not difficult. Besides, make the introduction more detail, the description of Repovesi national park makes people feel the website is not professional enough. So, make a detail introduction is necessary.

Thirdly, improve transportation systems, most people travelling to Repovesi national park by private car, for those people who don’t have car but still want to go to the Repovesi national park, the transportation system cannot satisfied them. Construct direct bus to Repovesi national park is indispensable. Since Repovesi national park located in Kouvola, and Kouvola have train station and bus station, they can open a route which from Kouvola bus station to Repovesi national park directly, and then people can by train to Kouvola train station first and go Repovesi national park by bus which is more convenient. Furthermore, cooperate with travel agents is a good approach which can enhance the reputation of Repovesi national park. These travel agents can offer coach or bus, and all things

just organized well, people will feel more comfortable when travelling to Repovesi national park.

Promotion also play a decisive role, through SWOT (Strength, Weakness, Opportunity, Threats) analysis, Repovesi national park can find a way how to promote itself. The strength of Repovesi national park is the unique nature scenery and the characteristic of landform, lack of development is the Weakness of Repovesi national park, exiting huge development prospect is the opportunity of Repovesi national park, and the threats is from other national parks, like in Finland, there are lots of national park, for instance, Oulanka, Nuuksio and Urho Kekkonen National Park, these parks also famous in Finland. So how to make Repovesi national park become more attractive than others is quite significant. Recent years, with the mobile games “Angry Birds” get huge success, more and more people like these adorable birds. For Repovesi national park, they can cooperate with Rovio Mobile Company; add some angry birds’ elements into Repovesi national park, at the same time, they can open an Angry Birds souvenir store inside of Repovesi national park, it can attract more tourist. Besides, local specialties’ store also can help to attract tourists and boost economic development. Since Repovesi national park was surrounded by river, establish a water park and other aquatic activities which can attract more tourist, and more and more parents are willing to take their children come to Repovesi national park. Again, Repovesi national park can organize some activities to enhance the reputation, like climbing competition, skiing competition and other adventure activities. These activities can stimulate tourists’ participation and involvement.

In China, a TV show called “Dad, Where Are We Going?” gets huge success, every week, more than 0.6 billion people watch this TV show, beside, the movie also gained almost 0.7 billion Yuan. The spirit of this TV show is to express the relationship between children and father. They choose a place which is far away from the urban, experience a totally different environment. Repovesi national park can organize these kinds of activities, not only enhance the attention from

the public, but also deliver a positive energy to the whole society, encourage parents spend more time with their children. (Hujiang 2014)

Only by using effective development can Repovesi national park get success.

5. CONCLUSIONS

The whole research is related to how to develop Repovesi national park, in a bid to promote its reputation. According to the results Repovesi national park exhibits a lot of shortages which can be improved, like how to enhance the transport systems, how to make the website looks friendlier for tourists to use and by using what kind of activities can attract more tourists.

The study was done based on benchmarking between Zhangjiajie national park and Repovesi national park, after benchmarking, find some good suggestions from Zhangjiajie national park, and combine with Repovesi national park's situation, to find a method which is suitable for Repovesi national park's development. Most of information about Zhangjiajie national park was collected from the Internet and Zhangjiajie national park's website. Since Zhangjiajie national park is a popular tourist destination in China, a lot of documents are available online, and it is very convenient for author to do the benchmarking using different sources. But the information about Repovesi national park is limited, most information is in Finnish, it is very difficult for the author to read these materials. The Author has been to the Repovesi national park once, the real experience gives author a lot of inspirations, besides, some of the photos taken by the author himself. Collecting information about Repovesi national park still has some troubles; luckily, the local tourist agency offers useful information about Repovesi national park, by enquiring the employee helps author get more detail knowledge about Repovesi national park. Furthermore, they study found that a good tourist destination not only have a complete transportation system, but also have a successful promotion strategy. Tourist like visit these tourist destinations which has high reputation and unique scenic spots. At the Repovesi national park, they should pay more attention to how to enhance the reputation and find a useful solution to promote itself.

To improve the reputation of Repovesi national park via some co-operations with

other companies or by investing some shows also can achieve this goal.

First of all, by using some domestic resources, since “Angry Birds” has get a huge success in the world, people like “Angry Birds”, the games are also popular in every country. Cooperating with “Angry Birds” can enhance the reputation of Repovesi national park, at the same time; it also helps to promote “Angry Birds” in the domestic market. Repovesi national park can build an area which can be called “Angry Birds Theme Zone”; they should decorate this area to become more attractive which is fascinating enough. For instance, physical games experience, it means people can play the “Angry Birds” in some real circumstances, compare with play games via mobile phone, it makes tourists more exciting and offer more real situation. At the same time, Repovesi national park can rent boats and the shape of boat which the pattern is looks like “Angry Birds”. Furthermore, Repovesi national park can open some theme stores which is related to” Angry Birds”, selling those kinds of products can increase revenue. Since “Angry Birds Theme Zone” aims to attract children, whilst, it stimulates family trip, in addition, it helps reinforce the relationship between each family member. Thus, more and more families are willing to choose Repovesi national park for their tourism destination when a holiday is coming.

Secondly, a good TV show can attract high attention from the public, since Repovesi national park is a nature tourism destination, it is a place which is suitable for people to adventure, and experience the original nature scenery. As mentioned before, the TV show called “Dad, Where Are We Going?” gets huge success in China. Repovesi national park can cooperate with some local TV channels; they can hold this kind of reality show, by inviting some celebrities, like singer, actor and so on. Those who joined this TV show should take their children. They can choose Repovesi national park for the first stop, all parents and children should overcome all the troubles which may encounter in Repovesi national park, for instance, they need to find material for their own meals, and they should learn how to pitch a tent, how to make a fire, etc. since Repovesi

national park have natural fruit and also they can go fishing, it will be a challenge for parents and children. On the one hand, parents can ask their own child do something which can make them become more independent and brave, like encourage children how to find food by themselves and how to get along well with other children. It helps children build their own confidence and learn how to undertake missions. On the other hand, people always think that father are careless when they look after children, a TV show offers a good platform which can strength the relationship between children and fathers, it helps all fathers to learn how to take care of their child and how to help children overcome troubles in a right way, at the same time, teach their own child some wisdom which is useful in the future. Importantly, via a TV show not only can deliver the positive energy to all of people who watches this show, and build a harmonious society which can make people feel warm and full of love. Furthermore, it improves the reputation of Repovesi national park, it attracts more customers and families choose Repovesi national park for their holiday travelling destination.

5.1 Suggestions for future research

Since all the resources are from internet, the information may have some inaccuracies, and some of them may lack reliability. A comprehensive research should be done in the future, by using more reliable and different data collection methods, like find more magazines and newspapers, connect with some related people who work in Repovesi national park and Zhangjiajie national park, visit target destination also can be done if possible, and by using questionnaires via those people who have traveled to Zhangjiajie national park and Repovesi national park before, from tourists angles may find more information and the direct feedback.

This research has helped the author increase some of his professional skills not only related to data collection, but also on how to do benchmarking between two similar objects. Since tourism became prevalent in modern society, a good tourist

destination can enhance the local economy and expand the local market. Analyzing from the marketing aspect can find more effective solutions, and in the future, an author should dig the information deeper using different approaches and using various investigation methods, to illustrate the results more officially and systematically.

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